



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
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OPNAVINST 5401.11  
N095  
14 Jun 2021

OPNAV INSTRUCTION 5401.11

From: Chief of Naval Operations

Subj: COMMAND RESERVE MANAGEMENT PROGRAM

Ref: (a) 10 U.S.C.  
(b) OPNAVINST 3000.16  
(c) DoDI 1215.06 CH-1 of 19 May 2015  
(d) DoDI 1235.12 CH-1 of 28 February 2017  
(e) OPNAVINST 1000.16L CH-2  
(f) DoDI 1205.18 of 5 June 2020  
(g) OPNAVINST 5400.45

Encl: (1) Table of Recommended Full Time Staffing Levels

1. Purpose. To provide commands guidance for the appropriate use and management of assigned Navy Reserve Sailors. This instruction establishes the Command Reserve Management Program (CRMP), updates Navy Reserve integration policy, retitles staff positions formerly known as "Operational Support Officers," emphasizes reserve readiness and aligns with current Department of Defense (DoD) policy and guidance.

2. Cancellation. OPNAVINST 5420.112A.

3. Scope and Applicability. This directive applies to all commands and organizations with drilling Ready Reserve billets assigned.

4. Background.

a. Today's Navy and DoD strategies call for a cost-effective, sustainable and warfighting-ready total force capable of prevailing in future competition and conflict. The Navy Reserve must provide agile strategic depth to regular forces by delivering a full spectrum of operational capabilities and enhanced capacity in support of the Naval Service. This instruction directs command-level integration of Navy Reserve personnel to ensure drilling reserve members are prepared to perform in their assigned mobilization billets when activated.

b. The purpose of each reserve component, defined in reference (a) section 10102, is to provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency and at such other times as the national security may require, to fill the needs of the armed forces whenever more units and persons are needed than are in the regular components. While reference (a) sections 10108 and 10172 maintain separate active and reserve

components of the Navy, both components share responsibility for the readiness, capability and performance of the Navy Reserve. Within commands, active and reserve staff members are tasked jointly to ensure assigned Navy Reserve Sailors are trained and ready to activate to support the needs of the command.

c. In compliance with reference (a) section 12310, reserve members serving on active duty under the Full-Time Support Program (FTS) provide their commands with expertise related to the management, training and development of Navy Reserve Sailors.

d. The warfighting readiness of the Naval Service is reflected in the aggregated readiness of individual commands at all echelons. A key aspect of command readiness is achieved when command manpower requirements are filled by assigned personnel trained and equipped for service in their command billets. The extent to which drilling reserve members are ready to serve in their mobilization billets upon activation directly affects command readiness. Therefore, the warfighting readiness of the Navy Reserve is more distinct and more billet-specific, than just its mobilization readiness. For a drilling reserve Sailor, mobilization readiness is simply the Sailor's fitness to activate and is a basic requirement for service in the Navy Reserve, whereas warfighting readiness is paramount and defined as the Sailor's fitness to serve in their mobilization billet.

5. Discussion. This instruction provides guidance to commands for the optimum use of assigned FTS and drilling reserve personnel to achieve warfighting readiness. The primary function of FTS staff at their commands is to enable access to, and the readiness of, Navy Reserve resources to accomplish the command's mission according to Navy's Force Generation paradigms per reference (b). FTS personnel serve as advisors to commanders in fulfilling requirements set forth in references (c), (d) and (e) and manage Navy Reserve programs on behalf of their commands.

a. FTS staff duties should be performed by FTS personnel per reference (f) and primary reserve management billets should be coded for designated career Navy FTS officers. When FTS officers are not available, regular officers of the active component, other Navy Reserve officers serving on active duty, senior FTS enlisted personnel or full-time civilian employees may perform these duties.

b. FTS officers provide expertise, in-depth operational experience and continuous full-time presence to advise flag or general officers, senior executives, commanders and commanding officers on matters concerning the administration, training, organizing and management of Navy Reserve personnel. Commands should utilize FTS officers in CRMP roles, as appropriate:

(1) Reserve Program Director (RPD). RPDs are FTS officers who are responsible to their commander or commanding officer for the CRMP within their assigned commands. The RPD position was formerly known as the "Operational Support Officer." To effectively carry out their responsibilities and provide maximum access to and integration of, Navy Reserve Sailors, RPDs should be assigned as assistant or deputy chiefs of staff, special assistants, division directors or equivalent positions. The RPD's primary duties and responsibilities are to manage

the command's reserve program. To assist RPDs, commands with 300 or more assigned drilling Ready Reserve billets may assign Deputy Reserve Program Directors (D-RPD) as needed.

(2) Reserve Manpower Officer. The Reserve Manpower Officer supports RPDs within the command's manpower and personnel department. Functions include reserve manpower billet management, manpower programming and budgeting, personnel policy, personnel assignments and billet qualification attainment. This position coordinates the prioritization of personnel assignments to reserve billets by "fit" (qualification for the billet or ability to attain qualification), including Navy Officer Billet Classification (NOBC), Navy Enlisted Classification (NEC), Additional Qualification Designator (AQD) and subspecialty code alignment.

(3) Fleet or Force Reserve Program Director (F-RPD). The RPDs for Echelon II commands with large numbers of reserve billets and a Budget Submitting Office (BSO) are senior FTS officers serving as primary advisors to the commander in all matters pertaining to reserve management. They are responsible for overseeing their commands and subordinate commands' reserve management programs. The F-RPDs are senior command Navy Reserve representatives for coordinating policy, manpower, manning, programming, training, readiness and resource allocation among Navy's active and reserve components. F-RPDs should coordinate closely with, and provide training and guidance to, subordinate command RPDs.

c. Assistant Reserve Program Director (A-RPD). Enlisted FTS personnel may be assigned to assist RPDs in executing CRMP programs and providing support to assigned reserve Sailors.

d. RPD billets should be assigned to Navy commands, as defined by reference (g), joint commands and government agencies with significant numbers of Navy Reserve billets. Subordinate commands that lack specific RPD billets should coordinate Navy Reserve support through an upper-echelon RPD and may assign RPD duties collaterally to another position within the command.

e. RPD positions should be commensurate with the number of drilling reserve members assigned. Guidance for RPD manpower is outlined in enclosure (1). In consultation with Commander, Navy Reserve Force (COMNAVRESFOR) N31, individual commands may tailor RPD staffing to optimize reserve integration.

## 6. Responsibilities.

a. The Chief of Navy Reserve (CNR) is the principal advisor to the Chief of Naval Operations (CNO) and the Secretary of the Navy on all matters pertaining to the Navy Reserve. The Office of the Chief of Navy Reserve (OPNAV N095) develops strategy and policy and provides resourcing for the Navy's CRMP.

b. Commander Navy Reserve Force (COMNAVRESFOR) is responsible to the CNO for the management of drilling Ready Reserve personnel. Reserve training and readiness is a supporting and supported relationship between COMNAVRESFOR and Navy commands, respectively.

Reserve training will mirror that of regular active forces, within limits established by Navy's resource and program sponsors, to maintain or enhance warfighting readiness and capabilities according to requirements established by Navy Echelon II commanders. COMNAVRESFOR must:

- (1) Manage and publish guidance for RPDs to execute the CRMP.
- (2) Serve as the primary Navy Reserve point of contact for the CRMP and provide assistance to commands on effective utilization of their assigned Navy Reserve personnel.
- (3) In coordination with commands and RPDs, manage, distribute and administer Navy Reserve resources for training, readiness and operational support.
- (4) In coordination with Navy Personnel Command (NPC), assign FTS personnel of appropriate rank and experience to reserve management roles and maintain a current roster of personnel assigned to CRMP billets to support detailing and placement.
- (5) In coordination with NPC, manage drilling reserve personnel assignments, generate sufficient Sailors for assignments and direct the order in which vacancies are to be filled per service priorities.
- (6) Provide Navy Reserve budgeting and execution guidance.
- (7) Inform, communicate and enforce relevant and applicable policies affecting Navy Reserve Sailors.
- (8) Liaise between RPDs and OPNAV N095.
- (9) Monitor, maintain and promote mobilization readiness for Navy Reserve personnel. Provide personnel readiness metrics and reserve data access to Navy commands with Navy Reserve personnel assigned.
- (10) Align Navy Reserve support to Navy commands with operations and training opportunities that sustain and enhance warfighting readiness. Issue Annual Training and Active Duty for Training orders to support command reserve training plans and emergent training opportunities.
- (11) In conjunction with NPC and the Navy Reserve Professional Development Center (NAVRESPRODEVCON), select and train individuals for CRMP assignments.
- (12) Assess commands and assigned RPDs on implementation of the CRMP, appropriate use of Navy Reserve resources and compliance with applicable policy and guidance.
- (13) In collaboration with commands and RPDs, establish Navy Reserve Readiness Units (NRRU (formerly referred to as "Navy Reserve Augment Units")) to manage, train and

administer Ready Reserve personnel in an inactive duty status. When NRRU members activate, the NRRU dissolves and the members are gained into their assigned Navy command or activity as stated in their active duty orders.

c. Commanders, commanding officers and officers in charge of activities with Navy Reserve billets assigned must:

(1) Implement the CRMP, to include:

- (a) Assessing the command's reserve requirements,
- (b) Integrating reserve members in command functions,
- (c) Planning for reserve mobilization,
- (d) Developing annual reserve training and operational support plans,
- (e) Including reserve personnel in readiness assessments.

(2) Empower RPDs with the necessary access, authority and support staff to carry out CRMP functions.

(3) Involve RPDs in manpower review processes to optimize reserve manpower authorizations and billet structures in the event of a recall to active duty for cases of national emergency, national disaster, contingency or war.

(4) Involve RPDs in the development of command training plans.

(5) Include Navy Reserve Sailors in unit training requirements and formal school requests.

(6) Assess the performance of officers and enlisted personnel assigned to RPD positions. Navy Reserve officers will have different designator codes (ending in “7” or “5”) from those of active component officers and their fitness reports will often lack competitive “hard breakout” rankings. Senior enlisted personnel may also be placed in different groupings. Reporting seniors may provide “soft” breakouts in block 41 of fitness reports and block 43 of evaluations to rank full-time Navy Reserve personnel against other officers or senior enlisted personnel (as appropriate) by performance, rather than by designator or rating, to document the service members’ potential for increased responsibilities and career progression. In the case of civilian RPDs, they will be rated according to applicable Department of the Navy (DON) human resource policies.

d. Navy Reserve Professional Development Center (NAVRESPRODEVCCEN) must conduct formal CRMP training and maintain a current RPD training syllabus approved by COMNAVRESFOR.

e. RPDs serve as the command's primary CRMP advisor and manager. They support all activities in paragraph 6.c. The primary function of a RPD is to ensure that Navy Reserve personnel are fully trained to fulfill the duties and responsibilities of their programed mobilization billets within established mobilization timeframes. RPDs must:

(1) Serve as the command's Navy Reserve resource manager and advisor. Assist in facilitating total force constructs in the formulation, preparation and execution of operations plans, policies and procedures.

(2) Actively participate in the command's requirements generation process; the planning, programming, budgeting and execution of funding; manning, training and equipping processes; and readiness reporting.

(3) Coordinate with COMNAVRESFOR via the assigned F-RPD for Navy Reserve manpower and funding resources.

(4) Prepare and implement an integrated Navy Reserve readiness training plan and operational support plan that will include training schedules and requirements for assigned NRRUs, detachments and personnel; ensure all assigned drilling reserve members have a planned opportunity to satisfy annual training requirements.

(5) Facilitate command access to Navy Reserve assets.

(6) Ensure Navy Reserve training prioritizes readiness for service in assigned mobilization billets according to the command's mobilization plan.

(7) Assist command manpower departments with the management of Navy Reserve billets to optimize the command's capability and capacity to meet mobilization and operational support requirements.

(8) Advise command planners during (deliberate and crisis) planning to incorporate Navy Reserve Sailors into operation plans and time-phased force deployment data.

(9) Audit and assess at regular intervals the relevance of Navy Reserve units and billets to the command's mission, as well as the performance of reserve members in support of their assigned missions. Make recommendations to align reserve capacity and capability with mission requirements through Planning, Programming, Budgeting and Execution processes.

(10) Complete the required RPD training provided by NAVRESPRODEVCON en route to or within three months of, reporting to their RPD assignments.

7. Records Management.

a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the DON Assistant for Administration, Directives and Records Management Division portal page at <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>.

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact the local records manager or the OPNAV Records Management Program (DNS-16).

8. Review and Effective Date. Per OPNAVINST 5215.17A and using the OPNAV 5215/40 Review of Instruction form, OPNAV N095 will review this instruction annually around the anniversary of its issuance to ensure applicability, currency and consistency with Federal, DoD, Secretary of the Navy and Navy policy, as well as statutory authority. This instruction will be in effect for 10 years, unless revised or cancelled in the interim and will be reissued on its 10th anniversary if still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. If the instruction is no longer required, it will be cancelled in line with OPNAV Manual 5215.1 of May 2016.



J. B. MUSTIN  
Chief of Navy Reserve

Releasability and distribution:

This instruction is cleared for public release and is available electronically only via DON Issuances Web site, <https://www.secnav.navy.mil/doni/default.aspx>.

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TABLE OF RECOMMENDED FULL-TIME STAFFING LEVELS

Billet	# Reserve Sailors Managed				Billet Coding			
	50-150	150-299	300+	ECH II CMD or Major BSO	AQD BK1	NOBC 9090	9091	NEC 858A
F-RPD				X	(1)	X		
RPD	X	X	X	X	(1)	X		
D-RPD			X	X	(1)		X	
Reserve Manpower Officer		(3)	(3)	X (2)			X	
A-RPD		X	X	X				X
F-RPD	O6 FTS with BK1 AQD required, with exception for post-MAJ CMD O6 FTS with past NOSC command or O5 or O6 staff assignment to COMNAVRESFOR or OPNAV N095.							
RPD	BK1 AQD required for RPD assignments to ECH II commands, BSOs or Numbered Fleet Staffs.							
D-RPD	Commands managing large numbers of assigned RC billets (greater than 300) may assign a FTS D-RPD. D-RPD assignments to ECH II commands or BSOs should have BK1 AQD or previous RC management experience (NOSC CO, RCC or Maj RES Staff).							
Reserve Manpower Officer	A 1207-designated full-time Reserve Manpower Officer is recommended at large ECH II commands or BSOs. Reserve Manpower Officer assignments to ECH II commands or BSOs should have prior RC management experience. If no Reserve Manpower Officer billet is assigned, responsibilities fall to the RPD or D-RPD.							
A-RPD	A-RPD assignments to ECH II commands or BSOs should have 858A NEC or previous RC management experience.							
<b>NOTES:</b> (1) BSO (ECH II) and Numbered Fleet (ECH III) RPD billets must be coded with BK1 AQD. (2) BSOs or other commands requiring full-time Reserve Manpower Officers must be recommended and approved by COMNAVRESFOR. (3) 1205-designated officers may be assigned to any command requiring additional reserve manpower support.								